



Toronto
Community
Housing

Our way forward

ANNUAL
REPORT | 2017



A Message from the Chair and our CEO

Toronto Community Housing is entrusted with the responsibility of providing clean, safe, secure homes in good repair to more than 110,000 Toronto residents.

Our tenants include some of our city's most vulnerable citizens. The homes we provide for our tenants give them stability in their lives and a foundation to be able to meet their potential.

Mindful of this responsibility, we are working with our service-delivery partners and the City of Toronto to renew our aging housing stock, make our communities as safe as possible, continue improving our service delivery to meet tenants' needs and be more accountable for results.

With the City's support, our \$300-million capital renewal budget for 2018 follows on budgets of \$250 million in both 2017 and 2016. This

record level of investment is allowing us to improve living conditions and safety for our tenants, and prevent the permanent closure of units.

We are also investing \$156 million in 2018 to continue building replacement rental housing in our six revitalization communities.

To improve tenant safety and security, we are hiring more special constables and supervisors for the Community Safety Unit, and adding more digital security cameras to deter crime and assist the police to apprehend perpetrators.

We are also continuing to enhance fire safety in all our buildings through a range of measures, including tenant awareness and education on fire prevention. In 2017, we had 26 per cent fewer fires across our portfolio than in 2016.

We are implementing strategies to improve cleaning and maintenance services, reduce the time needed to prepare vacated units for new tenants, and better connect tenants to services and supports. We are working with the City to respond to the Tenants First recommendations in a strategic manner that enables us to continue to improve our service delivery model.

Building on our accomplishments in 2017, which are summarized in this report, we are moving forward with a strong, committed team, clear goals and a renewed focus on making our company more tenant-centric, responsive and accountable—and on being an organization the entire city can be proud of.◆



A handwritten signature in blue ink that appears to read "Kevin Marshman".

Kevin Marshman
Chair, Board of Directors

A handwritten signature in blue ink that appears to read "Kathy Milsom".

Kathy Milsom
President and CEO

Contents



4	By the numbers
5	About us
6	Our way forward
8	Tenant Charter
9	Fire life safety
10	Be.Build.Brand.
12	Lawrence-Orton community
14	Tenant conference
16	Performance highlights
18	Quality homes
26	Vibrant communities
32	Service excellence
34	Business foundations
36	Awards and community recognition
38	Financial summary
42	Board of directors
43	Executive leadership team

**The secret to
getting ahead
is getting started.**

By the numbers

Toronto Community Housing Corporation (TCHC) is the largest social housing provider in Canada and home to almost 60,000 low- and moderate-income households.

About our tenants

110,000



110,000 tenants of diverse age, education, language, mental and physical ability, religion, ethnicity and race live in our buildings.

89%



89% of our tenants pay rent-geared-to-income while the rest pay market rent or affordable rent rates.

\$17,677



\$17,677 is the median income of TCHC households. By comparison, Toronto's median household income is \$65,829.



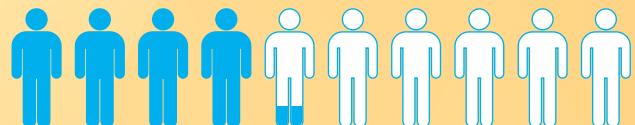
58%

of our tenants self-identified as female



42%

of our tenants self-identified as male



16%
are children aged 0-12



19%
are youth aged 13-24



37%
are adults aged 25-58



28%
are seniors aged 59+



29%
live alone



10%
self identify as having a disability



27%
of households are single parent led



23%
live with mental health challenges

About us

Our corporation is owned by the City of Toronto and operates in a non-profit manner.

We own and manage rental units in 2,100 buildings across Toronto.

Most of our buildings are more than 47 years old and in need of large-scale capital repairs.

Our portfolio contains nearly 50 million square feet of residential space and is a \$10-billion public asset.

**There are nearly
60,000
households in
our portfolio**

Our buildings are in 105 of Toronto's 140 neighbourhoods.

63% are eight storey and greater high-rise apartments



13% are five to seven storey mid-rise apartments



3% are one to four storey low-rise apartments



18% are townhomes and walk-ups



3% are houses

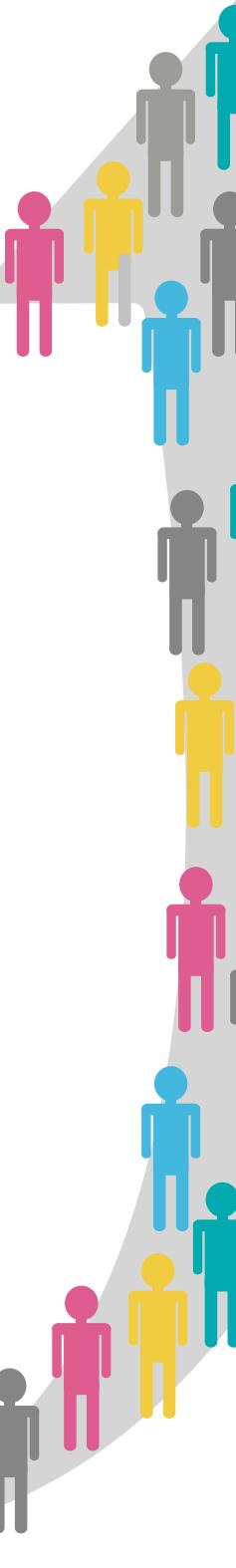


More than 1,600 people work at TCHC. An estimated **15 per cent of our employees** are either current or former tenants of social housing.

We partner with more than 300 private sector organizations and community agencies to provide recreational programs, scholarships, and job and training opportunities for tenants.

Our way forward

Together with our tenants, we are building a better Toronto, safer homes and more vibrant communities.





8 Tenant Charter

Sharing the responsibility of maintaining a culture of respect, safety, equity and inclusiveness

9 Fire life safety

Our ongoing commitment to provide safe places to live for all tenants

10 Be.Build.Brand.

Connecting children and youth tenants to free or affordable programs and opportunities

12 Lawrence-Orton community

Enriching and empowering communities from the ground up

14 Tenant conference

Giving our tenants a voice and building trust within our communities

Tenant Charter

Improving relationships in our communities

Over the course of two years, the Tenant Charter Advisory Committee, made up of tenants and staff, worked together to create Toronto Community Housing's first-ever Tenant Charter.

Built on the core values of integrity, community collaboration, accountability and respect, the Tenant Charter communicates Toronto Community Housing's commitment to service, and sets out accountabilities for employees and tenants alike.

Reginald Alstrom heard about the Tenant Charter Advisory Committee at a tenant meeting. A presenter spoke about the project and asked if anyone was interested in being an advisory committee member.

Reginald signed up.

"I enjoy meeting with others and discussing topics integral to the tenant experience," he said. With the other advisory committee members, Reginald discussed what

good service looks like, what is important in a complaint process, how to improve communication to tenants, how to create a more inclusive atmosphere for all tenants, and more.

"The brainstorming activity and the grouping and condensation of ideas that led to the Tenant Charter were quite enjoyable and gratifying," Reginald said. "Tenants and staff will be well-served to adhere to the principles embodied in the Charter, as this will foster better relations within Toronto Community Housing communities."

The Charter is now posted in all operating unit offices, corporate offices and each building. In 2018, staff will be encouraged to embrace how the Charter relates to their day-to-day functions, which will help improve the quality of service and create

consistency across the Toronto Community Housing portfolio.◆

“Tenants and staff will be well-served to adhere to the principles embodied in the Charter, as this will foster better relations within Toronto Community Housing communities.”

Reginald Alstrom



Fire life safety

Creating conversations for change

Fire safety is a top priority at Toronto Community Housing. As part of our ongoing commitment to provide safe buildings and communities for tenants, we launched an enhanced fire life safety program in 2017, with key activities being implemented well into 2018.

In 2017 we conducted annual fire safety inspections in each building, and started a number of activities to educate tenants on fire safety awareness. Six out of seven causes of fires at our buildings are human behaviour-related, such as careless cooking, careless smoking, arson or unattended open flames. The program aims to further empower tenants to understand their role in fire prevention in their homes.

Yvonne Balfour, a tenant in a seniors-only building, has noticed a visible difference in her building since the

enhanced tenant education program started. “The place looks cleaner, there are less cigarette butts on the ground and I hardly see any people smoke outside anymore.”

According to Yvonne, before the new initiatives rolled out, “a lot of fire alarms were going off in the past due to kitchen fires. People are more aware now and are taking better care of things that could cause a fire.”

Another behavioural change

Yvonne noticed was more tenants closing common room doors—a takeaway from the door-to-door education sessions. “We learned that the laundry room door and recreation room doors should be kept closed,” Yvonne said.

“We are following the recommendations from the fire safety inspector and now use a key fob to enter.” Yvonne added that the fire safety initiatives created a conversation in her building, helping to remind people to be extra careful and make changes at home.◆

2017 fire safety activities



Launched a **12 Days of Fire Safety** campaign that included posters in all buildings and offices, social media and a webpage.



Provided **fire safety emergency procedures** to 52,000+ tenant households including building fire-safety plans specific to tenants.



Shared **fire safety tips** with all tenant households in the Housing Update newsletter.



Delivered **door-to-door education sessions** in 72 seniors buildings in partnership with Toronto Fire Services during Fire Safety Awareness Month.

Be.Build.Brand.

Creating pathways for emerging entrepreneurs

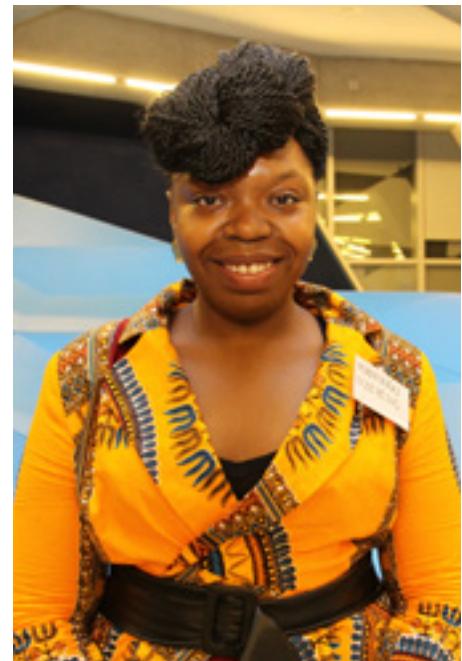
Toronto Community Housing connects children and youth tenants to free or affordable programs and opportunities to build education, employment, social and leadership skills. Close to 4,000 youth from across our communities benefit from these programs each year.

Be.Build.Brand. is a new program launched in 2017. It connects budding entrepreneurs in our communities with the skills needed to develop

and launch their own businesses.

During the 12-week program, youth from across the city attended weekly workshops on topics such as developing business plans, how to network and marketing your own business.

Munzungu Nzeyedio is the founder of an online directory for African-Canadian owned businesses. She says the



▲ **Munzungu Nzeyedio**

Be.Build.Brand. program gave her the confidence she needed to kick-start her business.

“Be.Build.Brand. really gave me a strong foundation to take my business idea to the next level,” Munzungu said. She described the program as “very holistic,” noting it gave her “an opportunity to learn about myself as an entrepreneur and learn how to pitch my business to potential partners.”



▲ Left to right: **Abel Lulseged, Munzungu Nzeyedio, Olu Villasa, Monica Samuel**

Peter Duong is an aspiring entrepreneur hoping to launch a social media and digital marketing agency for brands and non-profit organizations. The Be.Build. Brand. program helped him realize the hard work that goes into launching a successful business.

“It was great to learn how to develop a business from the ground up,” Peter said. “This program gave us great insight into the nitty-gritty planning aspect of being an entrepreneur. It really opened my eyes.



▲ **Peter Duong**

“I liked meeting and networking with other entrepreneurs in the program, bouncing ideas off of them and learning from

their journeys. The guest speakers were also really helpful and gave us great insight,” Peter added.

Toronto Community Housing will expand the Be.Build. Brand. program in 2018 to equip even more young entrepreneurs in our communities with the skills they need to succeed.◆

▼ Participants of the 2017 Be.Build.Brand. pitch contest



Lawrence-Orton community

Empowering and enriching communities from the ground up

Shauna Barnett has lived in the Lawrence-Orton community in Scarborough for the past four years. She's also a member of the community's local design team. The team met regularly in 2017 to offer ideas and suggestions on what repairs and programs are needed in the community, where Toronto Community Housing is using provincial energy program funding and City funding to deliver significant improvements.

Local design team members worked with architects, engineers and Toronto Community Housing team members to develop options based on the community's needs and budget.

Shauna was eager to join the local design team. "I saw it as an opportunity to empower and enrich my

community," she said. "I wanted to lend my voice and be a part of all the wonderful changes taking place here."

Shauna, who has a background in urban planning and social service, attended the team's monthly meetings to share her ideas on how capital funds should be allocated.

Based on feedback from tenants, extensive capital renewal work began in 2017 in the community.

Improvements to the high-rise tower included window replacement, exterior rehabilitation, balcony restoration, guard rail replacement, a complete mechanical systems retrofit and bathroom fixture and lighting upgrades. Together, these measures will help achieve significant energy savings and greenhouse gas reductions.

New kitchens and washrooms are also being installed in the community's townhomes



▲ Shauna Barnett



using funding from Toronto Community Housing's State of Good Repair program. Construction of a City-funded childcare facility, a new splash pad and extensive courtyard improvements will begin in 2018.

But the program goes beyond the bricks and mortar to provide supports and services to the community. It has helped to fund several community events, a local community mural, plus a brand new recreation room and computer lab

where tenants can take part in weekly workshops and tutoring sessions. The program has also created employment opportunities for local tenants, including for Shauna, who joined the Toronto Community Housing team in early 2018 as a Senior Program Leader.

"It's an opportunity to bring a tenant's voice and perspective to Toronto Community Housing and its approach to community engagement," Shauna said.

"People are proud and happy that this program

is happening in our community," she added. "I want people to feel proud of this community, to empower them to make a change. My dream is for people to stand up and say 'Hey, I'm from Lawrence-Orton and I'm proud! Look at us, look at what we have in our community!'"♦

Tenant conference

Giving tenants a voice and building trust within our communities

Almost 200 tenants gathered in December 2017 to attend a full-day conference hosted by Toronto Community Housing and delivered in partnership with the Tamarack Institute.

The conference provided a wide range of opportunities for tenants to get involved, discuss new ideas, network and build their skills and knowledge around community development.

At the conference, tenants provided input on Toronto Community Housing's strategies for better serving the needs of specific tenant populations, including seniors, youth and vulnerable tenants. Through workshops and seminars, tenants worked alongside Toronto Community Housing team members to help shape the future of the company.

Ahmed Adan heard about the conference from a tenant leader who works

and lives in his community. Ahmed was happy to attend the conference and be part of the conversation around the evolution of Toronto Community Housing and our move toward providing more tenant-centric, responsive service.

"The conference was overall a good one," he said. "I liked that the audience was given a good insight on the changes Toronto Community Housing is undergoing and the advancements they're making within

"In the future, I would like to see more tenants who live in Toronto Community Housing communities attend the conference and voice their opinions in order to better these communities."

the company." Highlights included a question-and-answer panel with members of the executive leadership team and an impromptu spoken word performance by Ahmed.



▲ Ahmed Adan



Ahmed is already looking forward to more conferences where tenants can get involved. “In the future, I would like to see more tenants who live in Toronto Community Housing communities attend the conference and voice their opinions in order to better these communities,” he said. “My favourite part was when senior leaders got to speak to the audience directly because it builds that sense of trust between Toronto Community Housing workers and tenants.”◆



Our tenants are at the heart of everything we do.

1. Quality homes
2. Vibrant communities
3. Service excellence
4. Business foundations



Performance highlights

Guided by the 2017–2018 Corporate Goals and Objectives, the Toronto Community Housing team focused on four strategic priorities in 2017: quality homes, vibrant communities, service excellence and business foundations.

We identified specific objectives for each priority, and reported our progress to the board of directors and on our website through regular performance reports.

You can read the reports at torontohousing.ca/performance_reports.

This annual report describes how our work in 2017 has led to improvements in the quality of the housing and services we provide to our tenants.

Our progress was made possible by increased investments in capital repairs and service delivery,

the effort and commitment of our team members, feedback from our tenants, as well as invaluable collaborative work with the City and our service-delivery partners.◆



3



4



Quality homes

Every tenant is entitled to a clean and well-maintained home.



Vibrant communities

When tenants feel safe in their homes and communities, they can focus more on opportunities to further enhance their lives.



Service excellence

Tenants are at the heart of everything we do, and a strengthened relationship starts with better service delivery.



Business foundations

Having strong business foundations means we are better equipped to deliver our core services to tenants.

Quality homes

Every tenant is entitled to a clean, safe, well-maintained home.

In 2017, we worked with many stakeholders in the public and private sectors to fix, maintain, renew and revitalize our properties. We did this by investing in communities with the greatest need and where we can make the most positive impact.

Repairing and renewing our housing stock

We delivered a \$250-million capital renewal program in 2017. With the board's early budget approval for 2018, we started an additional \$19.1 million of the capital work planned for 2018 in 2017. This helped us deliver record levels of capital repairs to buildings where work was most needed.

Advancing our energy management strategy

Toronto Community Housing's utility costs continue to grow year over

year. So, it is important that we look for new ways to reduce energy costs and consumption.

In 2017, we undertook several measures to reduce utility costs, supporting provincial goals for reducing greenhouse gas emissions.

Refurbished or replaced in 2017

60

elevators in
37 buildings



600,000



square feet of roofing for 36 buildings

Our efforts focused on four major areas: capital retrofits, conservation measures, improvements in building operations, and utility monitoring and analysis.

Tenants have told us that actions in these areas improve their comfort and quality of life, especially when they are better informed about upcoming repairs and feel supported during periods of increased construction impact and disruption.

Engaging tenants in conservation activities has shown to be the single-most effective way of reducing utility costs.



111

boilers and furnaces
in 23 buildings

2300

balconies in
9 buildings



To track our progress since 2013, visit:
repairs.torontohousing.ca



Here's what we did in 2017:



We launched the Capital Engagement and Conservation Program in 42 communities to support tenants through disruptive capital repairs and to engage them in conservation activities focused on reducing energy consumption and solid waste. Early results show a three to six per cent decrease in utility consumption and waste diversion costs in 2017 compared with 2016.



Partnering with The Atmospheric

Fund, we completed green retrofits in seven buildings, reducing greenhouse gas emissions and utility costs.



We replaced windows in 2,600 units in nine buildings. Since 2013, we have replaced windows in 6,000 units in 61 buildings, improving comfort for 3,800 tenants by reducing drafts and keeping a comfortable unit temperature.

Visit torontohousing.ca/green to learn more about our energy management plan.◆

Community revitalization and renewal

By working together with tenants, neighbours, private development partners and the City of Toronto, we are transforming aging housing infrastructure through our revitalization program. Revitalization is creating vibrant communities with increased social and economic opportunities, and is involving and engaging tenants to give them a real say on decisions that affect their lives.

In 2017, we had six active revitalization projects across the city.

Lawrence Heights

Lawrence Heights is Toronto Community Housing's largest revitalization project. With our developer partner Heights Development (Context

“ It’s going to be a real makeover, for not just the community, but the city as well. ”

Norma Gomez,
Lawrence Heights tenant

and Metropia), we will replace 1,208 rent-gearied-to-income units and build more than 4,092 market condominium units, along with new parks, retail space and roads connecting Lawrence Heights to the surrounding community.

In 2017, we started construction on the rental replacement housing for Phase 1. Tenants and staff also worked together to plan an event for Lawrence Heights tenants to say goodbye to their former building at 1 Leila Lane.

Our Lawrence Heights community hosted the Prime Minister on National Housing Day (November 22),

where he announced the National Housing Strategy.

Regent Park

At Regent Park, we are working with our developer partner The Daniels Corporation to transform aging infrastructure into a successful mixed-income, mixed-use neighbourhood, with rental buildings, market condominium

“ Regent Park has always had a sense of community so now with a whole bunch of newer people moving in, we want to continue to see that sense of community strengthen and develop. ”

TCHC tenant





buildings, townhomes, commercial space, community facilities, active parks and open space. Slated to last 15 to 20 years, this project will replace over 2,083 rent-geared-to-income units, and create 448 new affordable rental units as well as 5,400 market condominium units.

Alexandra Park

Through a first-of-its-kind partnership with an independent housing cooperative, Toronto Community Housing and its developer partner Tridel are revitalizing Alexandra Park with new housing and new amenities that will connect this vibrant downtown community with the thriving neighbourhoods around it. Demolition on this site started in February 2014, and by construction end, we will have replaced or

refurbished more than 806 rent-geared-to-income units, and created more than 1,540 market condominium units.

Allenbury Gardens

With our developer partner FRAM Building Group, we are providing tenants with new homes while bringing amenities that benefit the entire community, including a public park and indoor community space. By the end of construction, the revitalization will have replaced 127 rent-geared-to-income units and created 950 new market condominium units.

Leslie Nymark

In partnership with our developer partner Tridel, we will replace a total of 121 rent-geared-to-income homes and the

“ The best part is the way [revitalization has] united Alex Park. I began seeing and meeting new faces, people who weren’t really involved in the community before were now taking part, coming out to events, meetings, and committees. It’s really helped bond us together. ”

Alexandra Park tenant

developer will add 498 market condominium units. The updated site will also include a new playground, amenity rooms and enhanced access to the Don Valley park network.

250 Davenport

Through our partnership with Diamond Corp., we are using the proceeds from the sale of a portion of the land at 250 Davenport Road to revitalize the existing building with new windows and balcony doors. We are also upgrading the heating, cooling and other building systems to increase comfort for tenants, while improving the existing open spaces around the building.◆

By the end of 2017, we had:



1,784

units in design
including
market units



2,007

units under
construction (new /
refurbished) including
market units



894

units completed
(new / refurbished)
including market
units



300

jobs and training
opportunities
created for tenants

Revitalization community highlights

a Lawrence Heights

Construction began on
the rental replacement
housing for Phase 1.

b Regent Park

Construction started on
the third rental building
in Phase 3.

c Alexandra Park

Members from 40
households moved into
townhomes completed
during Phase 1a.

d Allenbury Gardens

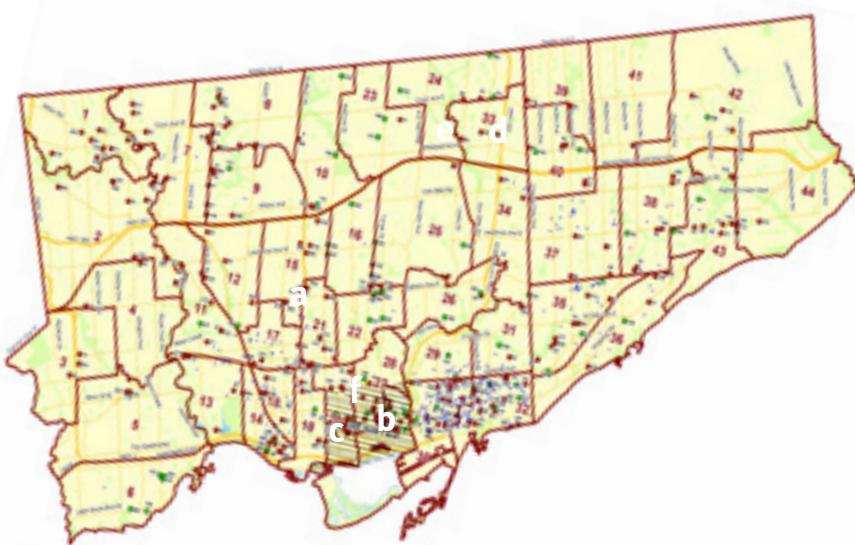
Completed and opened
the first 30 rental
replacement homes in
Phase 1.

e Leslie Nymark

Following extensive
tenant consultations,
construction began
on a new market
condominium building.

f 250 Davenport

Completed building
renovations and began
three-level, underground
parking garage retrofit.



Visit [torontohousing.ca/
revitalization](http://torontohousing.ca/revitalization) to learn more
about our revitalization
communities.

Accessibility

Toronto Community Housing is committed to creating and maintaining buildings and properties that are accessible and inclusive.

We worked in partnership with the Responsible Personal Accessibility in Toronto Housing (R-PATH) tenant advisory committee in 2017 to update our *Build Standards for Accessibility*. The updated build standards will help us provide more accessible housing for the growing number of individuals with physical disabilities living in our communities.

In 2017, we completed \$16 million in accessibility upgrades for common spaces and in-suite

“ We are proud of the results we have achieved as partners with Toronto Community Housing in providing individual tenants and communities with accessibility improvements so tenants can have better quality of life and safety. ”

Cathy Birch, R-PATH Committee Chair

modifications at more than 200 buildings, resulting in better living conditions and quality of life for 19,000 tenants. Toronto Community Housing would like to thank R-PATH committee members for their commitment and guidance as we work to remove barriers and create more inclusive communities.

Visit [torontohousing.ca/
accessibility](http://torontohousing.ca/accessibility) to learn more about our accessibility plan.◆

Accessibility upgrades in 2017

\$16M
invested in upgrades



200+
buildings affected

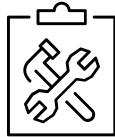


19,000
lives enhanced



▲ Members of the R-PATH Committee

Improving building conditions



Along with our \$250-million capital renewal program, we delivered more than \$20 million in preventative maintenance in 2017—close to 269,000 work orders. These repairs address much needed upgrades to homes, improving living conditions for tenants.



A key to identifying needed repairs is the annual unit inspection process, where staff visit tenants' homes to check conditions and look for unreported repair needs.

We updated the process in 2017 by extending the inspection timeline

and equipping staff with tablets to be more efficient, enabling all inspections to be completed in a timely manner.



We have more than 3,700 households where tenants struggle to keep their home free of excessive clutter. If left unresolved, such conditions can negatively impact fire safety, pest control, unit conditions, building conditions and the overall quality of life for the tenant.

It is estimated that up to 85 per cent of these tenants need assistance from external resources to find a sustainable resolution. Through innovative partnerships with public health and social services

providers, hoarding support networks and others, in 2017, we were able to access \$300,000 to connect tenants to supports that helped to improve their living conditions.



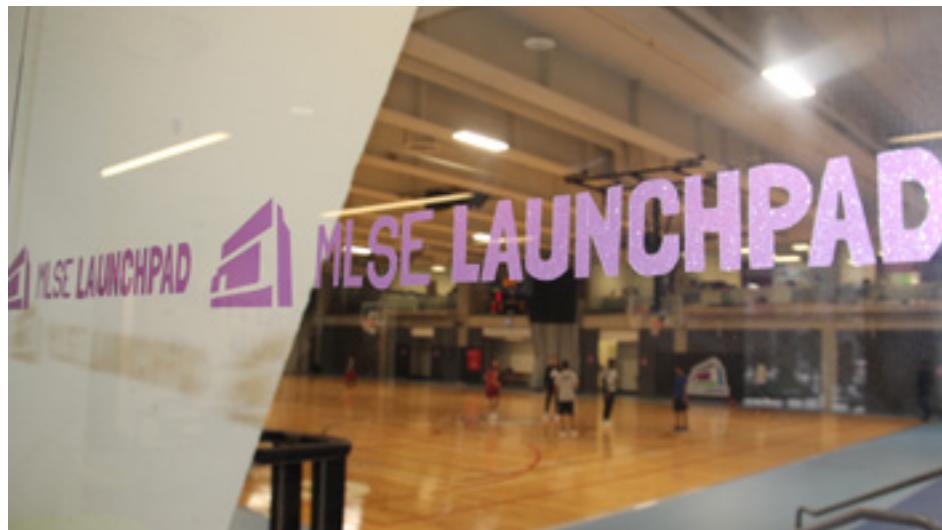
In 2017, our Environmental Health Unit responded to concerns about excessive clutter, pests, mould, asbestos and other environmental issues.

We visited almost 10,000 units and delivered over 50,000 environmental health treatments.

Investing in our building assets



Given the age of our portfolio and our financial constraints, it is important that we continue to look at our buildings to make sure we are investing in those that are in the most critical need of repair.



We are actively fixing our aging buildings, but additional funding is needed from external sources to renew and refresh our housing stock.



In 2017:

 We continued to inspect our properties to plan for future repair needs, including setting priorities based on available capital funding.

 Thanks to a \$6-million renovation funded by the Maple Leaf Sports and Entertainment (MLSE) Foundation with support from donor partners,

we opened the MLSE LaunchPad. Located in a space that sat vacant for over 20 years, LaunchPad is now a state-of-the-art facility providing sport-for-development programs for youth.

 We continued to work with the City of Toronto, MLSE and other partners to secure funding for renovations and improvements to common spaces in our

buildings, such as gyms and recreational facilities.

 We continued to maximize the use of our surplus land to generate revenue, including leasing space on properties for commercial use and selling land to a development partner.♦

Vibrant communities



A community is healthier when people feel connected, engaged and safe, when they have access to social and economic opportunities and when their neighbourhood feels like a part of the broader city.

When tenants feel secure in their homes and communities, they can focus more on accessing services, supports and opportunities that can enhance their quality of life.

In 2017, we worked with more than 300 community partners to help connect tenants to programs and services.

Enhancing community safety and security

Tenants have told us that safety and security is their top concern. We undertook several initiatives in 2017 to help tenants feel safer in their communities.



Community safety and security is a joint responsibility with our law enforcement partners. Our Community Safety Unit worked with the Toronto Police Service in 2017 on several initiatives such as joint patrols.



We increased our number of special constables and expanded the Community Safety Unit bicycle patrol unit. This resulted in 41 per cent more patrols, leading to increased presence and visibility in our communities.



It is our goal to replace all older security cameras by 2020

with new, high-resolution digital cameras. In 2017, we installed more than 2,700 new security cameras across our communities. Equipped with more responsive features, these new cameras help deter criminal activity and aid in investigations.

 We launched an enhanced fire life safety program in all of our buildings focused on tenant education, building inspections and staff training (see page 9).

Advancing tenant engagement and community development

One of the top drivers of overall satisfaction is when tenants are engaged and involved in decisions about changes happening in their community.

 We worked with tenants to develop recommendations for the tenant engagement system refresh that will be in place by 2019. These changes will enable tenants to be involved in the decision-

making process and will engage more tenants in both local and citywide Toronto Community Housing initiatives.

 Building condition is a key driver of tenant satisfaction. In 2017, staff worked with more than 250 tenants to develop a revised participatory budgeting process. The goal was to create opportunities for tenants to share meaningful input into the capital planning process and help identify priority capital renewal projects.

 To promote cross-city tenant engagement, we hosted a tenant conference (see pages 14–15). The conference brought tenant leaders together and provided a wide range of opportunities for them to connect, discuss ideas and enhance their skills and knowledge of community

development. The event survey showed 88 per cent overall satisfaction with the conference.

 After more than two years of work by a team of tenants and employees, we completed the Tenant Charter. In 2018, team members will take part in workshops focused on how to demonstrate the Charter's values in their everyday work.

 Our Regent Park revitalization team supported the Regent Park tenant elections, where 59 community members were elected to serve on building committees or as delegates for the new Regent Park Neighbourhood Association.





Improving quality of life for tenants through partnerships

We are working on a comprehensive partnership strategy that will enable us to provide more programming in response to the needs of our tenants. We already partner with more than 300 private sector organizations and community agencies that help us provide recreational programs, scholarships, job opportunities and social support systems that tenants can access to maintain successful tenancies.

For example:

- ➔ We developed a new deployment model for our Community Safety Unit that aligns with the new Toronto Police Service deployment model. The result is faster response times for tenants and improved safety through increased officer visibility in our communities.

- ➔ We added Toronto Crime Stoppers decals to our Community Safety Unit patrol cruisers, increasing awareness for the Crime Stoppers anonymous tip line in our communities.

- ➔ We awarded more than 70 scholarships and bursaries to tenants through our scholarship programs delivered in partnership with Scadding Court Community Centre, our Allenbury Gardens developer partner FRAM Building Group and our Lawrence Heights developer partner Heights Development (Context and Metropia).

- ➔ With our partners Jays Care Foundation and MLSE Foundation, we operated seven sports and recreation programs that provided opportunities to more than 2,600 children and youth.

► We created close to 300 job and training opportunities for youth from our communities through our YouthWorx program, Rookie League summer baseball day camp and KickStart soccer program.

► We hired 12 tenants for our Youth Internship Program.

► We created a program to help our tenants train to become certified lifeguards through a partnership with York University.

► We launched the Rams Care youth sports program with Ryerson University to help participants build their sports skills.

► We worked with the Canadian Mental Health Association to bring more social and health services to our buildings.◆

Office of the Commissioner of Housing Equity



The Office of the Commissioner of Housing Equity (OCHE) is an independent office whose mandate is to make sure supports and protections exist for seniors and vulnerable tenants facing loss of subsidy or eviction for arrears.

The office uses a variety of resolution methods to preserve tenancies.

In 2017, the Commissioner's office team:



Completed arrears reviews and resolution efforts for more than 325 households.



Brokered more than 160 repayment agreements.

Refocusing our mandate to better support tenants

In 2017, we worked closely with tenants and the City of Toronto to guide the development of a refocused Toronto Community Housing mandate.

The refocused mandate aims to make sure that all tenants have a secure, well-maintained home, and that we can make connections to supports that meet the increased needs of tenants, including youth, seniors, families and persons with vulnerabilities. We are constantly addressing how we identify, respond to and communicate with

tenants who face challenges to maintaining successful tenancies. We are home to many such tenants with heightened vulnerabilities who need additional supports.



An estimated 24,000 of our households include someone living with mental health challenges.



More than 3,700 of our households face excessive clutter challenges that affect their quality of life and create risk for others.



We house more than 29,000 seniors, many of whom need supports to live independently.

Here's what we accomplished in 2017:



Our Access and Support team handled over 4,500 files and connected vulnerable tenants to services through external partners by bringing support services onsite in high-needs communities.



We started work with tenants on a strategy to better support vulnerable tenants. The strategy will include manageable guidelines and recommendations for team members when working



with tenants who have mental health or addiction issues.

 We held a Seniors Forum that informed and engaged seniors about how they can access the supports, services and new opportunities they need to age in place. Senior tenants have reported an increase

in satisfaction about being connected to community services, due in part to programs like this.

 We updated our Seniors Strategy by identifying new opportunities to support our senior tenants, such as increased accessibility and aging-in-place.◆



Service excellence



Strengthening our relationship with tenants and working to improve their living conditions and quality of life starts with delivering better service.

In 2017, we sought to increase our understanding of what our 110,000 tenants need to feel safe, secure and engaged. We evaluated whether what we are doing is being done well, and whether our team members have the tools and resources they need to improve their interactions with tenants.

Improving service delivery

Here's what we did in 2017 to continue improving how we deliver tenant services:

 We listened to our tenants about what is important to them as we worked together to complete the Tenant Charter (see page 8). The Charter communicates Toronto

Community Housing's service commitments and sets the accountabilities for all employees and tenants.



We completed a pilot of our Closing the Loop program, designed to get timely feedback from tenants on the quality and responsiveness of maintenance work done in their homes. Based on learnings from the pilot, improvements were made to better measure tenant satisfaction and, in March 2018, we launched Closing the Loop across the Toronto Community Housing portfolio.



Our tenants provided valuable feedback about our services in the 2017

Tenant Survey. The survey showed that many tenants feel our service delivery is improving in most areas. While we have more work to do, there was a five per cent improvement in the very satisfied category across the portfolio and a six per cent improvement in the very satisfied category for our seniors buildings.



We put in place stronger and improved property management contracts that will allow us to better manage contractor performance, improve services and increase tenant satisfaction in our contract-managed buildings. Currently, these buildings have a 15 per cent lower tenant satisfaction rating than our direct-managed buildings.

Responding to service and maintenance requests

Our Client Care Centre is integral in helping us keep the lights on and being there for tenants 24 hours a day, seven days a week.

In 2017, our Client Care Centre received almost 333,000 calls. Client Care agents answered them in an average of 68.8 seconds. Through calls or emails, the Client Care Centre received:

- 348,000 service requests, including 155,000 administrative requests and 11,400 account inquiries.
- 192,600 maintenance requests, including 34,000 plumbing requests, 23,000 requests to repair doors and 11,000 electrical requests.

The 2017 Tenant Survey indicated that overall satisfaction ratings for the Client Care Centre have increased by seven per cent since 2015.

Improving our response to tenant complaints

We are working to provide responsive, tenant-centric service, but recognize that there will be times when tenants won't be entirely satisfied. As part of our commitment to improve service to tenants we are adopting a revamped tenant complaint process that

includes clear standards and improved reporting on metrics, issues and trends.

In 2017, we began piloting a new process to manage tenant complaints. Learnings from the pilot will inform how we manage the intake process and respond to tenant feedback.◆

Strengthening tenancy management

Tenants consistently let us know about the areas where they would like to see the most improvement. One major area that drives tenant satisfaction is how we manage challenging issues in the community.

In 2017, we worked to address issues that impact tenant quality of life by:

Improving how we respond to tenants who violate the terms of their lease. This includes continuing to revise the Evictions for Cause Procedures, which help our team members respond in situations where individual anti-social behaviours negatively affect others in the community.

Reviewing and updating our policy and processes for relocating tenants to minimize the impacts that relocation can have on tenant quality of life. The changes will provide a clear understanding of the supports tenants will receive throughout all phases of the relocation process.

Business foundations



Having strong business foundations enables us to be more tenant-centric and responsive.

Updating our business systems, policies and procedures

When our team members are provided the tools, training, support and authority they need, we are in the best position to deliver our core services and achieve real improvements in service to tenants.

Here's how we worked toward this goal in 2017:



Integrated Housing Management System

We started work on a new Integrated Housing Management System. This single application will replace 25 to 30 per cent of the current information technology applications we use. It will also help with functions such as tenancy management, capital planning and delivery, financial management, and demand and preventative maintenance.



Customized technology solutions

We rolled out IT Connect, a new information technology support system that automates and simplifies information technology service requests from employees. The new system enables us to deliver more efficient service to our teams, better empowering them to provide essential, quality service to tenants.



Vacancy rate strategy

Vacancy rates fell in 2017 compared with 2016 for both rent-gearied-to-income (2.57% v. 2.71%) and market (1.75% v. 2.75%) units as we continued to apply strategies to decrease unit turnover time and increase the number of rentable vacant units.



Data security

We replaced the hardware in our two data centres. This move was necessary to keep our networks secure, maintain support and to make sure all essential applications stay online.



Efficient human resources capabilities

We implemented Workforce Connect, a new system that manages all human resources processes in one place.



Refreshing our risk management strategies and corporate requirements

We developed a **Notice of Collection, Use and Disclosure of Personal Information**. The notice outlines how Toronto Community Housing collects and uses the personal information of tenants.

We launched an enhanced fire life safety program as part of our commitment to foster a safety culture throughout the organization (see page 9).

We created principles for a three-year refresh of our Enterprise Risk Management (ERM) framework. ERM helps us understand how risks may be related and affect the company and our tenants on a broader scale. The refresh will include strengthened accountability, additional oversight and an updated risk profile.



Consistent operational standards

We began a process to document all our operating standards in a consistent way.

Having access to clear standard operating procedures will help team members understand the different aspects of their job and deliver better service to tenants.



Learning Management System

We developed a Learning Management System that will add to our ability to deliver and document training for staff, improving the ability of our team members to deliver more responsive service. ♦

Awards and community recognition

Giving young tenants the opportunity to attend a postsecondary education or training institution empowers them to become young leaders who will positively contribute to society.



In partnership with several community groups and developer partners, we delivered the following scholarship programs:

Investing in Our Diversity scholarships

recognize contributions to diversity, leadership, and anti-racism activities. The scholarships are available to students 25 years and younger from all communities across Toronto. Launched in 2001, over 350 scholarships and bursaries have been received by deserving students.

Building our Future: Limitless Heights scholarships

recognize contributions to community development. The scholarships are available to tenants of all ages from the Lawrence Heights and Neptune communities. Over \$350,000 worth of scholarships and bursaries have been awarded since 2013.

Allenbury Gardens Revitalization scholarships

recognize leadership in strengthening the community. The scholarships are available to tenants of all ages from the Allenbury Gardens community. To date, \$19,000 in scholarships and bursaries have been awarded.

Toronto Community Housing employees and the company itself won awards in 2017 that recognized excellence, leadership and making a difference.

2017 awards include:

The revitalization team at 37 Varna Drive in Lawrence Heights received a volunteer award from John Polanyi Collegiate Institute for the team's efforts in keeping students engaged and making a difference in the community.

The Specialized Program for Interdivisional Enhanced Response to Vulnerability (SPIDER) won the City Manager's Award for Toronto Public Service Excellence in partnerships. We are one of 19 agencies that work together through SPIDER to coordinate responses to high-risk situations involving vulnerable tenants.

Derek Anderson, a Special Constable in the Community Safety Unit, received an Allied Service Award from Toronto Paramedic Services. He was nominated for his swift actions while on patrol that saved a man's life.

Toronto Community Housing won two 2017 Toronto Urban Design Awards. We won an Award of Excellence for Small Open Spaces for Joel Weeks Park (Rivertowne) and an Award of Merit for Visions and Master Plans for Regent Park Living Lane, Blocks 16 and 17. These awards recognize design excellence.

Sheila Penny, Vice President of Facilities Management, received the 2017 Order of da Vinci Award from the Ontario Association of Architects. This award recognized Sheila's dedication to architecture and exceptional leadership in the profession.

SQ, our first market condominium building in Alexandra Park, won an Award of Merit from the Association of Registered Interior Designers of Ontario. These awards showcase excellence, innovation and originality in interior design.

Many of these awards would not be possible without the generous support of partners and sponsors.

We thank them for their support over the past year, and continued recognition of our work as a social housing provider.



Financial summary

Toronto Community Housing is committed to responsible fiscal management of public funds and to transparency.

We provide our financial results to our shareholder, the City of Toronto, as well as other key stakeholders. We post the State of Good Repair Fund financials, and board member and employee expenses, on our website.

Report on financial performance

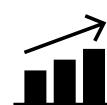
Toronto Community Housing strengthened its financial position by \$61 million with total net assets increasing to \$1,051 million in 2017 from \$990 million in 2016.

Net income for 2017 was \$60.4 million compared with \$41.4 million in 2016. The increase of \$19 million is primarily a result of:

 An increase in operating and maintenance costs of \$10.1 million compared with 2016.



An increase of utility costs of \$19 million compared with 2016.



Increased revenue compared with 2016 from residential and commercial rent (\$10 million), subsidies (\$7.1 million) and gain on the sale of housing projects and other capital assets (\$8.3 million).



An increase of joint venture income of \$19.7 million compared with 2016.

Cash position increased by \$48 million in 2017 compared with an increase of \$0.03 million in 2016. This increase is a result of a net change of the following:



\$38 million in cash in-flows from operations due to cash requirement in working capital.



\$179 million in cash out-flows for investing activities, predominantly to establish cash reserves for capital spending.



\$115 million in cash out-flows for capital renewal activities, to fund capital repair needs and investments in newly developed properties.



\$304 million in cash in-flows from financing activities, consequent to refinanced mortgages from Infrastructure Ontario.

2017 key financial highlights

We received loans totaling \$384.8 million from Infrastructure Ontario. We used \$52.7 million to pay off unfavourable mortgages, thereby saving \$1.13 million annually on interest or \$34 million over the course of 30 years. ♦

Consolidated statement of financial position for the year ended December 31, 2017

Assets (in thousands of dollars)

Assets	2017	2016
	\$	\$
Current assets		
Cash	65,128	17,416
Investments	172,845	171,676
Restricted cash for externally restricted purposes	29,766	29,579
Accounts receivable	38,682	73,499
Loans receivable	19,379	4,854
Prepaid expenses and deposits	8,699	5,802
	334,499	302,826
Loans receivable	43,754	22,642
Grants receivable	31,481	16,572
Investments in joint ventures	14,719	16,373
Investments for capital asset replacement reserve	47,881	45,867
Investments for capital expenditures under restrictions with lenders	145,800	51,925
Receivable from the City of Toronto	21,325	21,325
Housing projects acquired or developed	1,615,349	1,576,439
Improvements to housing projects	1,354,908	1,191,840
Prepaid lease	912	968
Total assets	3,610,628	3,246,777

Liabilities

(in thousands of dollars)

	2017	2016
Liabilities	\$	\$
Current liabilities		
Bank loan and bank indebtedness	-	32,000
Accounts payable and accrued liabilities	242,833	218,233
Tenants' deposits and rents received in advance	15,282	14,237
Deferred revenue	714	784
Project financing	78,842	60,821
	337,671	326,075
Capital asset replacement reserve		
Deferred revenue on long-term leases	1,218	1,297
Deferred revenue on land sale	14,420	13,843
Employee benefits	80,834	82,522
Project financing	1,601,821	1,332,484
Interest rate swap	136	1,110
Deferred capital contributions	475,454	453,729
Total liabilities	2,559,435	2,256,927
Accumulated Surplus		
Share capital		
Authorized and issued		
100 common shares	1	1
Internally restricted funds	205,076	192,986
Contributed surplus	5,136	5,136
Unrestricted surplus	837,795	789,462
Accumulated remeasurement gains	3,185	2,265
Total net assets	1,051,193	989,850
	3,610,628	3,246,777

Revenue (in thousands of dollars)

	2017	2016
Revenue	\$	\$
Subsidies	234,540	227,422
Rent		
Residential	309,848	300,726
Commercial	16,141	15,263
Amortization of deferred capital contributions	45,268	46,422
Parking, laundry and cable fees	17,781	17,425
Investment income	6,472	10,352
Joint venture income (loss)	19,222	(450)
Gain on sale of housing projects and other capital assets	53,230	44,974
Plant	1,459	1,313
Other	2,154	3,054
	706,115	666,501

Expenses

Operating and maintenance	173,537	163,484
Utilities	131,314	112,698
Municipal taxes	17,247	16,489
Depreciation	163,004	152,393
Interest	75,769	74,082
Rent supplement program	-	25,735
Community safety services	17,539	17,203
Residential services	11,752	10,412
Corporate services	52,485	49,833
Plant	2,112	2,170
Loss from guaranteed equity housing project	948	576
	645,707	625,075

Excess of revenue over expenses for the year

60,408 **41,426**

Board of directors

Our board of directors consists of the Mayor or his representative, three City Councillors and nine citizens including two Toronto Community Housing tenants.

The board of directors oversees the overall governance of the corporation, sets strategic direction and monitors performance against the strategic and business plans.

The board is accountable to the organization's shareholder, the City of Toronto, through presentation of its business plan, annual reports and financial statements.

The board delegates key areas of interest to three board committees:

- Building Investment, Finance and Audit Committee

- Governance, Communications, Human Resources and Compensation Committee

- Tenant Services Committee

Board Committees



The Building Investment, Finance and Audit Committee helps the board in fulfilling responsibilities on items such as capital funds and investments, internal and external audits and financial compliance.



The Governance, Communications, Human Resources and Compensation Committee helps the board implement appropriate standards of corporate governance, and fulfils oversight responsibilities on corporate governance, executive compensation, succession planning, government relations and corporate communications.



The Tenant Services Committee helps the board in fulfilling its responsibilities on matters such as community relations and tenant engagement, community safety and security, and oversight of the Office of the Commissioner of Housing Equity.

Our board of directors*:

- **Kevin Marshman** (Chair)
- **Ana Bailão** (Councillor)
- **Robert Carlo** (Tenant Director)
- **Joe Cressy** (Councillor)
- **Frank Di Giorgio** (Councillor and Mayor's representative)
- **Michael Ford** (Councillor)
- **Vincent Gasparro**
- **Linda Jackson** (Chair, Tenant Services Committee)
- **Joseph Kennedy**
- **Colin Lynch** (Chair, Building Investment, Finance and Audit Committee)
- **Pamela Taylor** (Chair, Governance, Communications, Human Resources and Compensation Committee)
- **Catherine Wilkinson** (Tenant Director)

Toronto Community Housing expresses appreciation to **N.W. (Bud) Purves**, who stepped down from the board in September 2017 after serving seven years as chair.

Executive leadership team*:

- **Kathy Milsom** (Officer)
President and Chief Executive Officer
- **William Anderson**
Senior Director and Chief Special Constable, Community Safety Unit
- **Cathy Barker** (Officer)
Vice President, Human Resources
- **Angela Cooke**
Vice President, Resident and Community Services
- **Ismail Ibrahim** (Officer)
General Counsel and Corporate Secretary
- **Hugh Lawson**
Director, Strategic Planning and Stakeholder Relations
- **Graham Leah**
Vice President, Asset Management
- **Rose-Ann Lee** (Officer)
Chief Financial Officer and Treasurer
- **Bruce Malloch**
Director, Strategic Communications
- **Andrew McKenzie**
Senior Director, Service Integration and Delivery
- **Sheila Penny**
Vice President, Facilities Management
- **Vincent Tong** (Officer)
Chief Development Officer

*as of March 31, 2018

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2017 Annual Report online
torontohousing.ca/annual-report